



Natalia Jablonka

Digital & E-Commerce Leader

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EXECUTIVE PROFILE

Digital and E-Commerce Leader and advisor with 18 years of global experience across fashion, luxury and lifestyle brands, driving profitable DTC growth through digital marketing, conversion optimization, digital trading, CRM, and customer experience excellence. Proven track record of leading digital transformation and commercial turnarounds, with P&L ownership of up to €80M and leadership of multi-disciplinary teams and agency partners. Experienced across Shopify and enterprise commerce platforms, customer-centric transformation and digital innovation initiatives including CRO, personalization, AI-powered tools and replatforming.

CORE EXPERTISE

E-commerce General Management | P&L Ownership | Digital Transformation | Digital Commerce Strategy | DTC Growth | Shopify Plus | Digital Trading | Customer Experience | Customer Journey Optimization | Conversion Rate Optimization (CRO) | A/B Testing & Experimentation | Personalization | CRM & Customer Lifecycle Management | Klaviyo | SEO & Organic Growth | Digital Marketing Optimization (Google Shopping, Paid Search, Email) | Performance Monitoring | Analytics & Insights Generation (GA4) | Change Management | Cross-Functional, Global & People Leadership | Agency Management | Project Management | Digital Merchandising

PROFESSIONAL EXPERIENCE

Independent Digital Commerce Advisor / Founder, N. Jablonka Advisory

October 2025 – Present

- Advised AI and commerce technology companies and founders on their sales proposition, services portfolio and marketing materials.
- Contributed to industry thought leadership through AI and digital commerce speaking engagements, expert panels and strategic content collaborations.
- Built and launched N. Jablonka Advisory (www.njadvisory.co) — offering fractional and interim e-commerce leadership to consumer brands globally.

O'Neill B.V., Warmond, Netherlands

May 2022 – October 2025

Head of E-Commerce

Reporting to the Global CEO and responsible for shaping digital commerce growth across multiple European markets, with full accountability for E-commerce P&L, Shopify Plus platform development, digital product roadmap, CRM, customer acquisition, and brand representation across owned digital channels.

- Developed and executed the regional digital commerce strategy and roadmap, driving sustainable growth and profitability across European markets.
- Owned full E-commerce P&L, financial planning, forecasting, KPI delivery, and weekly trading performance reviews in close partnership with Finance.
- Led Digital Commerce & Trading, including merchandising, seasonal launches, promotional planning, acquisition, CRM, customer service, and onsite performance optimisation.
- Owned the Shopify Plus platform roadmap, managing development priorities, localisation, customer experience enhancements, and expansion into Switzerland.
- Led the digital transformation of the organisation to a mobile-first mindset — across UX, checkout, content and campaigns.
- Led Conversion Rate Optimisation (CRO) initiatives across customer journeys, checkout, mobile experience, personalisation, A/B testing, and onsite search.
- Owned CRM and customer lifecycle marketing programmes using Klaviyo driving customer retention, engagement, and repeat purchase.
- Introduced automated personalised email campaigns to strengthen customer loyalty and repeat purchase.
- Implemented AI-powered on-site search and personalisation tools to improve customer experience and conversion.
- Led and developed a high-performing team of 11 specialists including Website Operations, UX Design, Digital Marketing, CRM and Customer Service and managed two strategic agency partners.
- Stakeholder management at CEO and board level — translating digital strategy into organisation-wide priorities and investment decisions.

Selected Impact

- Repositioned O'Neill.com as a premium destination, delivering double-digit YoY full-price growth.
- Reduced return rate from 38% to 36% through improved product storytelling and UX.

- Implemented AI-powered on-site search and personalization tools.
- Launched and scaled Affiliate programme. Expansion into Switzerland on Shopify Plus platform.

Karl Lagerfeld, Amsterdam, Netherlands

Aug 2021 – Feb 2022

Global E-Commerce Director (Maternity Cover)

- Led global E-commerce trading, merchandising execution, CRM, and customer service.
- Partnered closely with Brand and Creative to ensure consistent brand representation.
- Co-led Salesforce Commerce Cloud re-platforming from Yoox platform with focus on Omnichannel and UX/UI work streams.
- Successfully rolled out Yoox roadmap including Algolia Search, mobile first navigation and checkout.
- Stakeholder management — alignment between Technology, Product, Brand and local markets.

Selected Impact

- Led the team through a period of significant change – delivering double-digit sales growth while rolling out the YOOX platform roadmap and migrating to Salesforce Commerce Cloud.

Body & Fit, Amsterdam, Netherlands

May 2020 – Jul 2021

Trading Manager

- Owned localized trading strategies, pricing, promotions, and content across multiple international markets.
- Led forecasting, KPI delivery, and A/B testing to optimize conversion and revenue.
- Supported international market launches (Australia, Korea).

Signet Jewelers / H.Samuel, London, UK

Mar 2017 – Mar 2020

Head of E-Commerce *May 2019 – Mar 2020*

Promoted into the Head of E-Commerce role in May 2019. Full accountability for a £80M online P&L, driving profitable growth across digital channels.

- Owned E-commerce P&L, omnichannel trading strategy, and commercial execution.
- Led digital merchandising, promotional strategy, UX optimization, and personalized online experiences.
- Built, trained, coached and led e-commerce team; selected new digital marketing and CRO agencies through RFP processes.

Selected Impact

- Delivered strongest e-commerce growth for the group with a £1M profit margin increase.
- Achieved +40% uplift during Black Friday.
- Turned around H.Samuel from declining performance to double-digit growth within 8 months.
- Launched 'Design Your Own Ring'.

Trading Manager *Mar 2017 – Apr 2019*

- Recovered performance to double-digit growth post-decline.
- Led website rebrand, new CMS migration, mobile first checkout and in-store appointment booking system.

Ralph Lauren Europe, London, UK

Mar 2010 – Feb 2017

Senior Digital Trading Manager *Sep 2015 – Feb 2017*

- Delivered +36% YoY growth, scaling Womenswear ecommerce to €40M leading a team of 9 online traders.
- Played a key role in evolving the omnichannel operating model, partnering with Merchandising, Planning, and Stores.
- Established the Online Trading function, including recruitment, capability building, and performance reporting.
- Partnered with Creative and Marketing teams to deliver brand-led digital storytelling and curated online assortments.

E-Commerce Buyer *Mar 2010 – Sep 2015*

- Part of founding team launching Ralph Lauren Europe Online.
- Owned seasonal buying, assortment planning, and in-season trading for Womenswear, Mens Luxury and Childrenswear.
- Ensured continuation of operations and co-led organizational transition from Geneva to London offices in August 2013.

Tommy Hilfiger Europe B.V., Amsterdam, Netherlands

Jan 2007 – Feb 2010

E-Commerce Associate Merchandise Manager

- Assortment creation, buying support, and trading for Hilfiger Denim, Footwear, and Underwear.

- Supported Salesforce migration and digital merchandising optimization.

EDUCATION

Diplom (Master's equivalent), Business Administration — Reutlingen University, Germany

Exchange semesters: Universidad Politécnica de Valencia, Spain | San Francisco State University, USA

TECHNOLOGY & ANALYTICS

Shopify Plus | Salesforce Commerce Cloud | Klaviyo | GA4 | Tableau | Power BI | ContentSquare | Monetate | Adobe Omniture | SAP | MS Office | Asana | Jira | Trello | Chat GBT | Claude | Lovable

LANGUAGES

English (Fluent) | German (Native) | Polish (Native) | Dutch (Professional) | French & Spanish (Colloquial) | Russian (Basic)

EU citizen | UK Settled Status | Born in Poland | Raised in Germany | Lived in 7 countries